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Government
Publications

THE STRUCTURE AND AIMS
OF THE
ONTARIO ECONOMIC COUNCIL
AND ITS
ASSOCIATED ORGANIZATIONS



THE GOVERNMENT OF ONTARIO


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AND ITS ASSOCIATED ORGANIZATIONS

THE GOVERNMENT OF ONTARIO
January, 1962



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THE STRUCTURE AND AIMS OF THE ONTARIO ECONOMIC COUNCIL
AND ITS ASSOCIATED ORGANIZATIONS

Daily, international competition is becoming more severe. Powerful trading blocs are developing in Europe and elsewhere. Their large-scale low-cost manufacturing industries are expanding their facilities and penetrating our established markets. As a consequence, Ontario is having greater difficulty in maintaining and developing its processing and manufacturing industries. In addition, the markets for Ontario's primary products have not expanded as fast as its capacity to supply them. Our recent industrial growth has been inadequate and new ideas, attitudes and measures are necessary for its acceleration. Industrial growth and development cannot be considered the sole responsibility of government: it is the responsibility of all sectors of the economy. Labour, management and government must come together, cooperate and work with imagination and determination to investigate and overcome economic difficulties. They must be forward-looking if they are to foresee problems and devise solutions and beneficial courses of action.

One of many steps being taken by the Ontario Government to meet the new challenges is the establishment of the Ontario Economic Council. This Council is intended by the Government to be the vehicle for achieving cooperation between management, labour and government. It will provide a single organization in which the nominees of the various forces within the economy integrate their knowledge and experience of economic affairs, isolate, examine and report on economic problems; and, in order to promote the orderly and sustained growth of Ontario's economy and the general well-being of both Ontario and Canada, devise and recommend to the

Government and industry ways in which the problems may best be overcome. In addition, the Economic Council will disseminate pertinent information to government and all levels of industry, including agriculture and commerce. It will thereby complement existing research facilities and develop throughout the province a greater awareness of economic opportunities and the manner in which they may be exploited.

The remainder of this report outlines the organization, functions and aims of the Ontario Economic Council, the working committees which it has the power to form, its own staff, and the research facilities of the Ontario Government. It is proposed to examine these matters in the following order:

1. The Ontario Economic Council.
2. The Council's staff.
3. The Council's Working Committees.
4. The Research Secretaries.
5. The Economic Research Secretariat.
6. Financial Arrangements.

THE ECONOMIC COUNCIL

Its Purposes

The Economic Council will investigate Provincial economic problems and recommend the means to:

- (a) increase the industrial and marketing efficiency of Ontario's economy;
- (b) maintain a rate of economic development capable of absorbing Ontario's growing labour force without creating inflation; and
- (c) promote the economic advancement of both Ontario and Canada.

Its Work and Responsibilities

To achieve its purposes the Council will:

- (a) discuss and consider general economic conditions to isolate specific problems for more thorough investigation;
- (b) organize and establish committees to carry out studies and report on matters referred by the Council;
- (c) review reports and recommendations presented by its committees and, if necessary, consult the committees and any outside specialists who may assist it to understand the subject matter and modify the recommendations;
- (d) seek information from the Economic Secretariat, the Government Departments and from private organizations;
- (e) disseminate information to agriculture, industry and government; and

- (f) make recommendations to industry and government on the corrective action necessary to surmount economic problems.

It is hoped that the Council will become the forum in which ideas and problems of all sectors of the economy are exchanged and considered in an unbiased manner as a basis for joint action. The Council will report to the Minister of Economics and Development and can expect the Minister and the Government to give careful consideration to any proposals or recommendations. It must be understood, however, that the Government alone has to determine what its policy is to be in the light of its own assessment of the situation. The Council will remain solely an advisory body and a forum for collecting, analyzing and disseminating information.

Its Composition

The Council will be composed of 16 members, representing the main economic forces in Ontario. The members will be prominent in their fields of activity and will be selected by those organizations designated by the Government. The composition of the Council will be as follows:

3 members to represent labour

2 members to represent management in large- and medium-sized industry

1 member to represent small businesses

2 members from commerce and finance

3 members from agriculture

2 members from government

1 member from the field of research

1 member from the Universities

1 member from the Ontario Regional Development Council.

CORRECTION

The following paragraph is to be substituted for the first paragraph on page 5:

Nominations for the industrial members will be requested, one each, from the Ontario Division of the Canadian Manufacturers Association, the Ontario Chamber of Commerce and the Boards of Trade. Nominations for the labour members will be requested, one each, from the Ontario Federation of Labour and the Provincial Building and Construction Trades Council. The third labour representative will be selected from Northern Ontario, preferably from a union operating in a resource industry. In the case of Agriculture, the Farmer's Union is being asked to name one nominee and the Federation of Agriculture the other two. The two government representatives will be nominated by the Lieutenant-Governor in Council.

The industrial members will be selected by the Ontario Division of the Canadian Manufacturers Association, the Ontario Chamber of Commerce and the Boards of Trade. The labour members will be selected by Industrial, Craft and Construction Unions. In the case of Agriculture, one member will be from the Farmer's Union and the remaining two from the Federation of Agriculture. The two government representatives will be nominated by the Lieutenant-Governor in Council.

Two years after the inauguration of the Council, and then on an annual basis, approximately a third of the members will retire and be replaced by new nominees. Among other things this will ensure a flow of new ideas into the Council and allow a large number of capable, public-minded men and women to serve the province.

In addition to the members enumerated, the Council will have a government-nominated Chairman, who will be responsible for planning and chairing meetings and also carrying out the Council's directives.

Rules of Procedure

- (a) The Council will determine its own general rules of procedure and the number of members which will constitute a quorum.
- (b) Except when otherwise determined by the Council, meetings will be held "in camera".
- (c) Discussions, memoranda and reports will be confidential unless otherwise stated.
- (d) Reports and memoranda, unless submitted and already publicized by outside interests, will remain the property of the Council, and will be released or quoted only with the consent of the Council or at the discretion of the Minister of Economics and Development.

- (e) Meetings will take place as often as is necessary for the achievement of the Council's purposes, with due consideration for the convenience of members.
- (f) The Council will be served by a permanent secretary, who will keep records of meetings and be responsible for all other work which will ensure the smooth running of the Council. This secretary will also be the Director of the Council's own staff.

In general the procedure adopted at meetings will be fashioned by experience, and the spirit will count more than the letter. The Council and its committees will seek agreement rather than majority votes. It is desirable also to maintain a degree of informality and off-record discussion at meetings in order to ensure freedom of discussion on all topics.

THE COUNCIL'S STAFF

The permanent secretary to the Council will also be the Director of the Council's staff. This staff will include a sufficient number of research and clerical assistants to sift reports, information, etc., and prepare memoranda and records for the Council. They will also be concerned with the general administration of the committee system, which necessitates their working closely with the secretaries of the various committees. Together they will determine the time and place of meetings, keep minutes and records of attendance, and also prepare and circulate copies of the agenda as soon as possible before each meeting. The Council's staff will be finally responsible for the circulation of minutes and agenda, and drafts of these are to be forwarded to the Director of the Council's staff by the committee secretaries at least one week before each meeting.

The stenographers and typists working for the Council and its committees will be drawn from a pool contained in the office of the Council's staff. This arrangement will lessen the difficulties associated with the periodic withdrawal of a government stenographer or typist from other duties.

Information about the Economic Council, administrative arrangements, committee procedure or the preparation and circulation of minutes and agenda may be obtained on request from the Director of the Council's staff.

THE COUNCIL'S WORKING COMMITTEES

The Economic Council is empowered to establish and direct committees to investigate and report in detail on important matters. It is the responsibility of the Secretary of the Council to see that each committee receives precise and written terms of reference.

The work of the committees will vary, but in the main will be of a research and advisory nature. They will investigate, study and prepare reports on matters determined by the Council and also bring new problems and necessary lines of investigation to its attention.

Composition

The composition of any particular committee will be determined by the Ontario Economic Council; in general, however, the committees will be of a manageable size, and will include a chairman and secretary, but to be representative the Council will draw members from all sectors and all areas of the economy. In addition, members should be nominated who have a developed knowledge of or a special interest in the matters being examined. If a committee wishes to increase the number of its members it may do so, but only with the consent of the Economic Council.

Each committee will be allotted a secretary-research assistant by the Ontario Government. He will keep records of meetings and be responsible for all other work which will ensure the smooth and continuous running of the committee. He will work with the Research Secretariat and his department to prepare material for his committee(s) and also work with other members of the committee or outside agencies engaged in research for the committee.

Rules of Procedure

- (a) Each committee will make its own arrangements for selecting a chairman.
- (b) Except when otherwise determined by the Council, meetings will be held "in camera".
- (c) Discussions, memoranda and reports will be confidential, unless otherwise stated.
- (d) Reports and memoranda, unless submitted and already publicized by outside interests, will remain the property of the Council.
- (e) The committees will meet at places provided by the Council as often as is necessary for the achievement of the committee's purposes, with due consideration for the convenience of members.

Committees

The general policy is to establish committees whenever there is a need for them, but committees to examine the following are being formed or contemplated:

- (1) Industrial Efficiency
- (2) Industrial Finance
- (3) Industrial Research
- (4) Product Design and Product Innovation
- (5) Marketing and Sales Promotion of Ontario's Commodities
- (6) Manufacturing, including problems of small firms
- (7) Location of Industry and Community Development
- (8) Regional Development
- (9) Northern Development

- (10) Labour Problems
- (11) Winter Works
- (12) Vocational Education
- (13) Export Promotion
 - (a) In U.S.A.
 - (b) In Europe
 - (c) Elsewhere
- (14) Import Replacement
- (15) Agriculture
- (16) Mining
- (17) Lands and Forests
- (18) Energy Resources
- (19) Conservation Problems
- (20) Transport
- (21) Tourist Industry
- (22) Other Industries
- (23) Government Services
- (24) Consumers' Needs
- (25) Immigration and Emigration
- (26) Cultural Developments
- (27) Special Problems
- (28) Canada's Centenary

The possible composition and terms of reference of these committees have been or are being determined. No attempt will be made in this report, however, to include all the material which has so far been prepared; but, as an illustration of what is being done, the purposes and sources of membership of three committees are outlined in the following pages.

Committee For Industrial Efficiency

(1) Purposes

This Committee will work closely with, to complement but not duplicate, the National Productivity Council and its officers in Ontario. It will also be closely allied with the Industrial Development Branch of the Department of Economics and Development and the Ontario Research Foundation.

This Committee will be concerned with studying, investigating and educating industries on methods of improving their technical and managerial efficiency with a view to lowering costs and raising output. Part of the work of the committee might involve the organization of teams of business people to review developments in methods, techniques, product diversification, and in cooperation with government departments, agencies and educational institutions, develop programs designed to disseminate information, examine technical training courses and raise productivity.

(2) Sources of Members:

(a) Government:

(i) Government Departments concerned

(b) Industry:

(i) Canadian Manufacturers Association

(ii) Association of Consulting Engineers of Canada

(iii) Canadian Council of Professional Engineers

(iv) Chemical Institute of Canada

(v) Electronic Industries Association of Canada

- (vi) The Society for Quality Control
- (vii) Other Professional Associations
- (c) The Universities
- (d) Labour:
 - (i) Canadian Labour Congress
 - (ii) Ontario Federation of Labour
 - (iii) Separate Trade Unions
- (3) The Secretary

The Secretary should preferably be an engineer well versed in the problems of industrial management.

Committee For Industrial Research

(1) Purposes

This Committee will seek to promote the discovery and development in Ontario of improved industrial processes and techniques, new products and designs, and new uses for existing products. It will attempt to do this by investigating present research facilities and the means by which the findings of research are made available to those in a position to develop them. In pursuance of these objectives the Committee will need to consider the following matters and seek ways of improving existing arrangements:

- (a) The organizations which carry out industrial research.
- (b) The availability of suitable premises and equipment.
- (c) The availability and training of suitable staff, and the loss of staff to other countries.
- (d) Research expenditures and availability of funds.
- (e) The organization, integration and direction of research, partly with a view to the avoidance of duplication.
- (f) The creation of joint research facilities, e.g. the establishment of a government-supported research community.
- (g) The dissemination of and access to research findings.
- (h) The ways in which Government can assist research.
- (i) Other related matters considered necessary by the Committee and agreed to by the Economic Council.

Research in Biological Science, insofar as it deals with living things, might at first be excluded from the committee's terms of reference.

(2) Sources of Members:

(a) Government:

(i) Ontario Research Foundation

(ii) Department of Economics and Development

(b) Industry:

(i) Canadian Manufacturers Association

(ii) The Research Staff of Separate Businesses

(iii) Canadian Applied Research Limited

(iv) Ontario Federation of Agriculture

(v) Others

(c) The Universities, e.g. The Ontario Agricultural College in Guelph.

(d) Labour:

(i) Canadian Labour Congress

(ii) Ontario Federation of Labour

(iii) Separate Unions

(3) The Secretary

The Secretary should be drawn preferably from the Ontario Research Foundation, or the Department of Economics and Development.

Committee For Tourist Industry

(1) Purposes

The main purpose of the committee will be to discover and recommend ways in which the Tourist Industry can increase its earnings. This involves attracting more foreign tourists into Ontario and dissuading Ontario vacationers from going outside the province.

(2) Methods

It will not only investigate available reports and briefs but seek further information by written requests or by holding meetings in resort areas. Although the committee will decide which problems need study, the following points have been noted:

- (a) Advertising, both domestic and foreign, especially the possibility of group advertising.
- (b) Transport, private and public, especially to northern areas.
- (c) Highway motels: location and service.
- (d) Hotels and other accommodation: improvement of service.
- (e) Liquor laws.
- (f) Scenic driveways and waterways.
- (g) Camping sites.
- (h) Development of suitable areas and facilities.
- (i) Construction of cabins for rent or sale in northern areas.
- (j) Government aid and services.

(3) Sources of Members:

(a) Government:

- (i) Department of Travel and Publicity
- (ii) Department of Lands and Forests
- (iii) Department of Transport

(b) The Industry:

- (i) Association of Tourist Resorts of Canada
- (ii) Northern Ontario Tourist Outfitters Association
- (iii) Ontario Tourist Courts Association

The above three associations form BOTA - Joint Board of Ontario Tourist Associations - which acts in an advisory capacity to the Department of Travel and Publicity.

- (iv) Canadian Tourist Association
- (v) Ontario Hotel Association
- (vi) Ontario Chamber of Commerce
- (vii) Canadian Restaurant Association
- (viii) Ontario Motor League
- (ix) Others

(4) The Secretary

It would be preferable if the secretary were appointed by the Minister of Travel and Publicity from his own department.

(5) Available Reports

- (a) Publications of the Department of Travel and Publicity.
- (b) "Canada's Tourist Industry", by Ontario Department of Economics and Development.

THE RESEARCH SECRETARIES

A research secretary will be placed at the disposal of each committee by the Ontario Government. Whether or not the secretary will be the only government representative will depend on the constitution of each committee. Secretaries will be drawn in the main from those Departments which are particularly concerned with the matters under investigation. The individual secretaries may serve on more than one committee and should have or should develop a specialist knowledge of the particular fields being examined.

Duties of the secretaries, and their relationship to
Council's staff

- (1) Prepare, in cooperation with other members of the committee and outside research agencies, reports and memoranda for the committee and the Council.
- (2) Deal with correspondence.
- (3) Attend meetings, record the names of those present, and keep minutes. These records will be sent to the Director of the Council's staff as soon as possible after each meeting.
- (4) Determine with the chairman the date of the next meeting and prepare its agenda. As the Council's staff is responsible for convening meetings and distributing material, the agenda, together with the date of meeting, should be forwarded to the Director of the Council's staff at least one week before each meeting.
- (5) Liaise with the Council's staff to ensure the smooth running of the committees.

THE ECONOMIC RESEARCH SECRETARIAT

The government research secretaries will meet periodically under the chairmanship of the Deputy Minister of Economics and Development. They will outline and coordinate their research, discuss their problems, air their views, and integrate their specialist knowledge, so that together they may not only facilitate the work of the Council, but also provide the Government with a wide range of information. It is hoped that the secretaries will be enriched by a more intimate contact with outside interests and the interchange of ideas. They should assist the Deputy Minister to discover problems requiring investigation and also help him to make recommendations to the Council and to the Minister of Economics and Development.

In the future, the Economic Research Secretariat could become an important advisory and planning body, bringing together a great deal of information from the various committees and from their own research. The integration of their knowledge under the chairmanship of the Deputy Minister of Economics and Development should assist them to get an overall picture of Ontario's economy and a better understanding of Ontario's needs and goals. On the basis of this knowledge the Secretariat will be in an excellent position to outline economic objectives and desirable courses of action. If these are acceptable to the Economic Council, they could be recommended to the committees and to industry so that they might design ways in which they could assist with the achievement of the targets.

Economic Research Secretariat and the Government Departments

At the meetings of the Secretariat, the secretaries of committees will be asked to outline the work and findings of their committees so as to coordinate research and avoid duplication. No secretary will be asked to divulge information which is the proper concern of his department, except insofar as it stops unnecessary work and helps overall planning. In this way it is hoped that the work of the Secretariat will complement, and not duplicate, the work of the departments. By meeting secretaries from other government departments, each secretary is given an opportunity to broaden his outlook and participate in the development of economic policy. The secretaries will also be in a position to give their departments an immediate and thorough account of the work of the Council and the Secretariat.

FINANCIAL ARRANGEMENTS

The Ontario Government is allocating funds to defray the expenses of the Economic Council. Besides providing office facilities and a staff, the Government has also made provision for the costs of consulting experts in specific fields, preparing and distributing reports, and arranging conferences and meetings.

The Government does not propose to pay members of the Council or its committees when they attend meetings, but does intend to reimburse them for out-of-pocket expenses. It is hoped that private organizations will be prepared to give every assistance to their nominees and to the Council and thereby ensure the total success of this great new cooperative venture.

CONCLUSIONS

To establish the Economic Council and its related organizations is one thing - to see that they work efficiently is another. One of the early responsibilities of the Council will be to iron out unforeseen administrative problems. Such problems always arise in new organizations and must be faced. There will be frustrations but goodwill and a common endeavour to succeed will minimize these. Until the Council is firmly established, it might be wise to keep the administrative difficulties manageable by establishing only the most essential working committees. Once the system is working smoothly, the committees can be increased as and when necessary. The only limitation then to the further increase in the number of committees will be the ability of the Economic Council to deal adequately with the reports and recommendations which are submitted to it.

The way in which the Economic Council and its related organizations function will depend not only on the people working in them but also on the inspiration and support they receive from all sectors of the economy. This new organization fulfills the need for a working partnership between labour, management and government, and for this alone deserves everyone's support.

In the opinion of the Ontario Government, the Economic Council has a major role to play in the future development of this province. Its unique concentration of economic forces will assist industry, agriculture and government to invigorate Ontario's growth and development, and thereby raise the living standards and promote the well-being of all our people.

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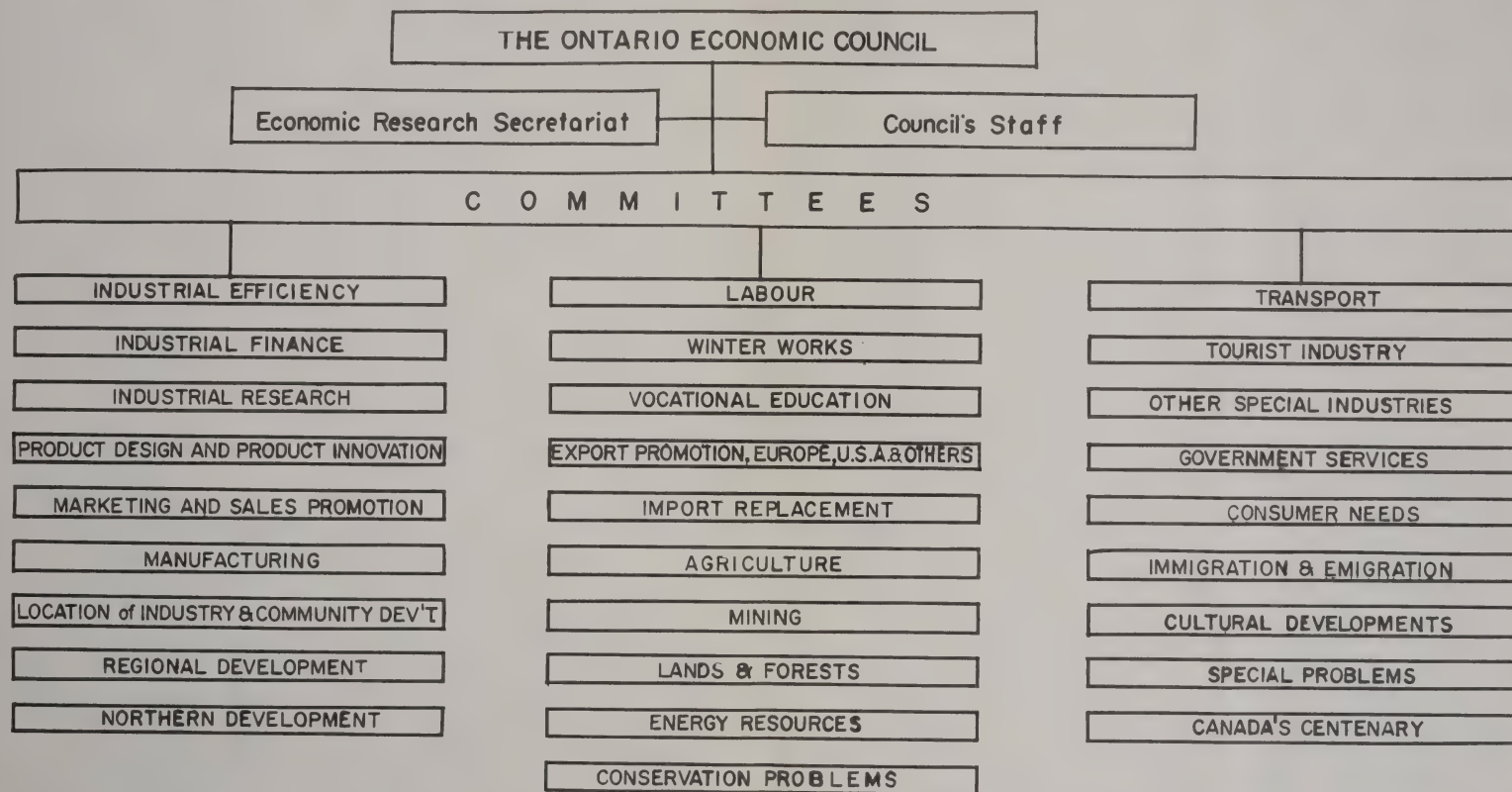
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The STRUCTURE of the ONTARIO ECONOMIC COUNCIL and ITS ASSOCIATED ORGANIZATIONS



MEMORANDA



ONTARIO

EXECUTIVE COUNCIL OFFICE

OC-448/62

Copy of an Order-in-Council approved by His Honour the Lieutenant-Governor, dated the 1st day of February, A.D. 1962.

The Committee of Council have had under consideration the report of the Honourable the Minister of Economics and Development, dated January 30th 1962, wherein he states that,

WHEREAS the growth of our primary and manufacturing industries and the creation of new employment opportunities are vital to the economy of the Province;

AND WHEREAS the realization of a high and stable rate of growth and development are the responsibility of all sections of the economy including labour, management and government;

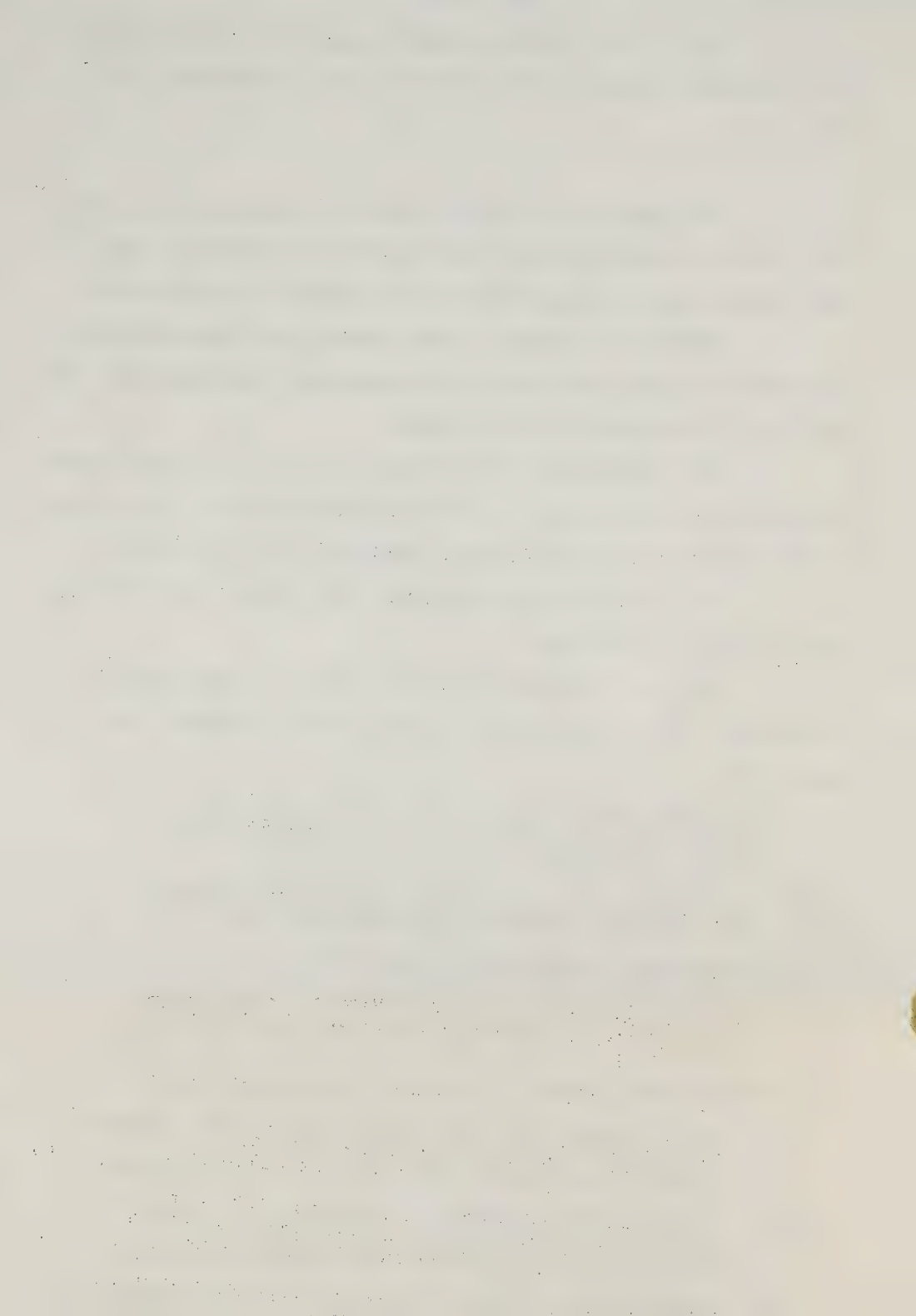
The Honourable the Minister of Economics and Development therefore recommends:

THAT an Ontario Economic Council be established to investigate Provincial economic problems and recommend the means to:

- (a) increase the efficiency of Ontario's primary and secondary industries and the marketing of their products;
- (b) maintain a rate of economic development capable of absorbing Ontario's growing work force;
- (c) maintain a stable price level;
- (d) promote the economic advancement of both Ontario and Canada and higher living standards for our people.

AND THAT the Council to achieve its purposes may:

- (a) study, discuss and make recommendations on economic conditions, trends and problems and isolate specific problems for more detailed investigation;
- (b) organize and establish sub-committees to carry out special studies and prepare reports on matters referred to them by the Economic Council;
- (c) consult with and review the reports and recommendations of the sub-committees;
- (d) co-operate with the National Productivity Council of Canada and with organizations having corresponding functions in other jurisdictions;



- (e) utilize the services of the Departments of the Ontario Government, including the Department of Economics and Development, and other public and private organizations;
- (f) engage consultants and advisors as required;
- (g) publish or disseminate such reports and information as may be deemed advisable;
- (h) undertake any other duties that may be assigned.

AND THAT the Ontario Economic Council be composed of a Chairman and members to be appointed by The Lieutenant-Governor in Council upon the recommendations of the Minister of Economics and Development and may include representation as follows:

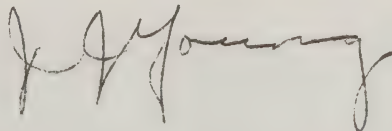
Three from Labour
Three from Agriculture, Mines and Forests
Three from Management
Two from Commerce and Finance
One from Universities
One from Ontario Research Foundation
Two from Government
One from Ontario Regional Development Council

AND THAT the recommendations of the Economic Council to the Government of Ontario be made through the Minister of Economics and Development;

AND THAT payments for services and expenses of the Council be paid out of such monies as may be appropriated by the Legislature.

The Committee of Council concur in the recommendation of the Honourable the Minister of Economics and Development and advise that the same be acted on.

Certified,



Clerk, Executive Council.

February 1962

ONTARIO ECONOMIC COUNCIL

Chairman Mr. S. J. Randall

Members

Mr. David Archer	Ontario Federation of Labour
Mr. Donald Gillis	Local 598, Mine, Mill and Smelter Workers' Union
Mr. Rowland C. Hill	Provincial Building and Construction Trades Council
Mr. Ian McRae	Canadian Manufacturers' Association
Mr. M. L. Tebbut	Ontario Farmers' Union
Dean V. W. Bladen	University of Toronto
Dr. A. D. Misener	Ontario Research Foundation
Mr. Roy Thompson	Ontario Regional Development Council
Mr. S. W. Clarkson	Assistant Deputy Minister, Department of Economics and Development
Mr. George Gathercole	Deputy Minister of Economics & Development

Organizations Not Yet Represented

Canadian Exporters' Association	One —
Ontario Federation of Agriculture	Two ✓
Ontario Chamber of Commerce	One <i>Agribank Can Count</i>
Canadian Bankers' Association	One ✓
One representative from medium and small-sized industry	

ONTARIO ECONOMIC COUNCIL

Chairman Mr. G. J. Eschall

Members

Mr. David Archer	Ontario Federation of Labour
Mr. Donald Gillis	Local 598, Mine, Mill and Smelter Workers' Union
Mr. Rowland G. Hill	Provincial Building and Construction Trades Council
Mr. Ian McKee	Canadian Manufacturers' Association
Mr. M. J. Robson	Ontario Farmers' Union
Dean V. W. Shaden	University of Toronto
Dr. A. D. Wilson	Ontario Research Foundation
Mr. Roy Thompson	Ontario Regional Development Council
Mr. G. W. Clarkson	Assistant Deputy Minister, Department of Economics and Development
Mr. George Gathrocole	Deputy Minister of Economics & Development

Representations Not Yet Requested

One	Canadian Exporters' Association
Two	Ontario Federation of Agriculture
One	Ontario Chamber of Commerce
One	Canadian Bankers' Association

One representative from
media and small-sized industry

February 1962.

ONTARIO ECONOMIC COUNCIL

Meeting

February 9, 1962

AGENDA

1. Introduction of members
2. Chairman's remarks
3. Review of the Terms of Reference and Organisation
--Members' Comments
4. Establishment of Committees on:
 - (i) Northern Ontario Development
 - (ii) Tourist Industry
 - (iii) Industrial Research
 - (iv) Industrial Development Fund
 - (v) Government Incentives and Inducements to Industry
 - (vi) Agriculture
5. Other Business
 - Appointment of Director
 - Staff Facilities
6. Date and Place of next Meeting

March 16.

Treas 7.
Sec 10
Rep 6
Rep 6
Clerk 4
Adm 3.5
Ch 3.5
Comm 10
Comm 40
Ti 30
Pub 30

